

## ROUTING AND TRANSMITTAL SLIP

Date

7/13/79

TO: (Name, office symbol, room number,  
building, Agency/Post)

Initials

Date

1. Comptroller

7-17

OT

2. DDCI

3.

4.

5.

Action	File	Note and Return
<input checked="" type="checkbox"/> Approval	For Clearance	Per Conversation
<input type="checkbox"/> As Requested	For Correction	Prepare Reply
<input type="checkbox"/> Circulate	For Your Information	See Me
<input type="checkbox"/> Comment	Investigate	Signature
<input type="checkbox"/> Coordination	Justify	

REMARKS This relates to one of the three specific actions that came out of the 29 May Executive Committee meeting on the NAPA Report. It is a slightly revised draft of John McMahon's proposed clarification of the Agency's flow-through policy, in the form of a memorandum to the Executive Committee members. It has not been coordinated with OP. Would you prefer to:

1. circulate it to Committee members for comment and subsequent discussion;
2. forward it to OP for review; or
3. deal with it unilaterally?

We understand the other two action items from the above meeting--uniform selection guidelines and "professional/clerical labeling"--are being coordinated with Personnel and/or being handled by your staff.

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

FROM: (Name, org. symbol, Agency/Post)

Room No.—Bldg.

Secretary, Executive Committee

Phone No.

SC41-192

U.S. G.P.O. 1977-241-530/3090

OPTIONAL FORM 41 (Rev. 7-76)

Prescribed by GSA  
FPMR (41 CFR) 101-11.205

MEMORANDUM FOR: Executive Committee Members

FROM :   
Secretary, Executive Committee

SUBJECT : Clarification of the Agency's Flow-Through Policy

1. In response to the NAPA Report recommendation to "Clarify the intent and implications of a 'flow-through' policy" (pp. 99-100), the following clarification is offered for Executive Committee consideration. It is based on Mr. McMahon's response to the DDCI's charge to propose a policy in this area.

a. The goals of the Agency's personnel policy with regard to recruitment, advancement, and attrition are to ensure the continued vitality of the career services; to maintain a well balanced work force with regard to background, experience, and grade; and, at the same time, to ensure promotion opportunities at all grade levels.

b. Given reasonably stable personnel ceilings, these goals can and should be maintained by coordinating normal attrition, hiring, and promotion targets. Hiring requirements and promotion targets should be reviewed and adjusted as circumstances dictate.

c. The low three percent mechanism is to be used only to identify and deal with truly marginal employees, not competent employees doing a satisfactory job but statistically falling in the low three percent ranking.

d. Forced attrition of productive employees will be considered only when normal attrition over a period of time will not permit attainment of a balanced experience/grade distribution, early retirement options will not satisfy the need, adjustment to lower ceilings is mandatory, or changing requirements create imbalances in desired distribution of special skills.

e. When forced attrition is necessary it will not be applied across the board, but rather in those career services or skill categories where a true surplus exists or is predicted.

2. The Staff recommends that the Committee approve the above clarification and inform employees in an appropriate manner. We believe that it satisfies the DCI's concern for a balanced flow of personnel through each grade level by advanced planning of hiring, attrition, forced attrition (when necessary), and promotion rates.



cc: D/Personnel  
Inspector General